

on the road to school improvement



Leadership Academy
Missouri Department of Elementary and Secondary Education



Fall 2003

Dear Developer:

The Leadership Academy is proud to announce a new set of programs to assist you in building your school's capacity to improve student performance. These offerings are excellent training opportunities for professional development committee members, teachers, administrators and other school leaders.

You may select individual sessions or strands that meet the needs of your school's professional development and school improvement plans. Strands have been prepared to offer multiple perspectives of topics so that you or your district gains expertise in the area.

The four strands are:

- Instructional Strategies,
- Leadership,
- Professional Development Evaluation, and
- Coaching for Professional Development.

Research has proven that when teams of two or more attend, your chances of actually implementing the skills and strategies are greatly increased. We believe so strongly in strands and teams that we are significantly discounting the cost for them.

The Leadership Academy has recruited some of the top experts in the country to deliver their research and programs to Missouri's school leaders. Coupled with national experts are Missouri's proven implementers who will model how to get the job done. Few opportunities exist in the nation comparable to this outstanding array of presenters.

Missouri, like many other states in the nation, is facing immense challenges with No Child Left Behind, including a shortage of highly qualified teachers and an increasing list of identified low-performing schools. We must carefully use our limited professional development funds to focus on high-quality professional development. The strands we have selected optimize your potential to make a difference in your classroom, school or district to ensure student success.

Come join other developers as they obtain new knowledge and skills about how to improve their schools' performances. The Academy will be issuing continuing education units and certificates that recognize your attendance as a Certified Leadership Academy Developer.

Sincerely,

A handwritten signature in blue ink, appearing to read "Doug Miller", with a stylized flourish at the end.

Doug Miller, Ph.D.

Coordinator of Professional Development/Leadership Academy
Missouri Department of Elementary and Secondary Education



instructional strategies

Pat Wolfe of Mind Matters, Inc., is a former educator who will share with participants an understanding of how the brain functions and provide examples of how to match teaching practices to how the brain learns best. The session is based on her book *Brain Matters: Translating the Research to Classroom Practice*, and participants will receive a copy.

Topics will include:

- A basic understanding of brain anatomy and physiology
- Learning how the brain encodes, manipulates and stores information
- Examples of various brain-compatible strategies

Target audience: Educators at all levels who are interested in learning about the translation of brain research to classroom practice.

Date: Oct. 7, 2003

Registration deadline: Sept. 23, 2003

Location: Lenoir Community Center, Columbia, Mo.



Pat Wolfe

Mind Matters



Tom Jackson

Active Learning

Tom Jackson, founder of the Active Learning Foundation and former educator, will discuss hands-on teaching strategies that allow students to be involved in their own learning processes. When used with traditional methods of instruction, Jackson believes innovative teaching strategies can increase a student's ability to assimilate and retain information. You will receive a copy of Jackson's book titled *More Activities that Teach*.

Topics will include:

- Teaching life skills
- Active learning as a teaching tool
- Learning firsthand how to process and discuss the activities with your kids

Target audience: Educators at all levels who are interested in learning about the translation of brain research to classroom practice.

Date: Jan. 14, 2004

Registration deadline: Dec. 31, 2003

Location: Lenoir Community Center, Columbia, Mo.

Jody Wood, assistant superintendent in the Wentzville School District and Brain-Compatible Strategies Theory trainer, will help participants learn how each brain-compatible learning strategy impacts learning of content and how it involves brain processing. Participants will leave with new tools that translate back into the classroom immediately. Using these brain-compatible learning strategies can improve student understanding and engage students. This workshop is designed as a follow-up to Pat Wolfe's Mind Matters workshop.

Topics will include:

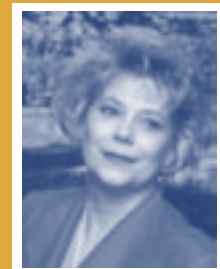
- Brain-compatible strategies
- Active practice of brain-compatible strategies
- Understanding how brain-compatible strategies involve brain functions

Target audience: Educators at all levels and administrators interested in creating an environment of active engagement for students.

Date: Feb. 11, 2004

Registration deadline: Jan. 28, 2004

Location: Lenoir Community Center, Columbia, Mo.



Jody Wood

Brain-Compatible Learning Strategy



leadership

Elaine K. McEwan is an educational consultant and former teacher, librarian, principal and assistant superintendent for instruction. She offers the skills needed to transform your school into a community of learners, set high academic and behavioral expectations, and create a culture where children feel special and safe. You will receive a copy of *10 Traits of Highly Effective Principals* by McEwan.

Objectives will include:

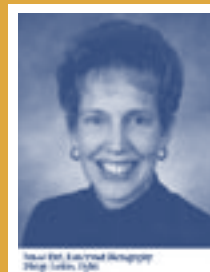
- Participants will enumerate, define and describe the 10 traits of highly effective principals: communicator, educator, envisioner, facilitator, change master, culture builder, activator, producer, character builder and contributor.
- Participants will evaluate their personal productivity and effectiveness and then determine how to maximize their effectiveness by playing to their strengths.
- Participants will develop and refine 10 "Rapid Rewards Goals" (i.e., goals that when implemented produce immediate and positive results and feedback from teachers, students and parents).
- Participants will acquire four powerful tools to increase personal productivity, teacher accountability, staff buy-in and student achievement.

Target audience: Superintendents, principals, aspiring principals, curriculum directors and teacher leaders. This workshop would be of special interest to anyone involved in school leadership.

Date: Oct. 21-22, 2003

Registration deadline: Oct. 7, 2003

Location: Ramada Inn, Columbia, Mo.



Elaine McEwan

10 Traits of Highly Effective Principals



Victoria Bernhardt

Using Data to Improve Student Learning in Elementary Schools

Victoria L. Bernhardt, executive director of the Education for the Future Initiative, will help you make sense of the data your school collects, including state student achievement results as well as other qualitative and quantitative data. The workshop is based on Bernhardt's book *Using Data to Improve Student Learning in Elementary Schools*, and participants will receive a copy.

Topics will include:

- What data are important to gather
- Getting started on data analysis for continuous school improvement
- Analyzing the data: Who are we?
- Analyzing the data: How do we do business?
- Analyzing the data: What are our results?
- Analyzing the data: What are the gaps? And what are the causes of the gaps?
- Analyzing the data: Implications for the Continuous School Improvement Plan
- Analyzing the data: Conclusions

Target audience: Superintendents, principals, aspiring principals, curriculum directors and teacher leaders. This workshop would be of special interest to anyone involved in school leadership.

Date: Nov. 11-12, 2003

Registration deadline: Oct. 28, 2003

Location: Lenoir Community Center, Columbia, Mo.



Carolyn Downey

Walk-Throughs With Reflective Feedback: An Effective Coaching Strategy for Increasing Student Achievement

Carolyn Downey, associate professor, San Diego State University, will focus on a powerful coaching strategy to increase student achievement using a two- to three-minute structured walk-through with reflective feedback.

Topics will include:

- Understanding the rationale for short classroom walk-throughs followed by collaborative reflection
- Describing a brief classroom observation structure that focuses on determining the curriculum objectives taught and effective teaching practices used
- Identifying the components of reflective questions
- Simulating classroom walk-throughs and feedback through reflective questions

Target audience: Superintendents, principals, aspiring principals, curriculum directors and teacher leaders. This workshop would be of special interest to anyone involved in school leadership.

Date: Jan. 19, 2004

Registration deadline: Jan. 5, 2004

Location: Lenoir Community Center, Columbia, Mo.



Linda Lambert, professor and director for Education Leadership at California State University, will take a look at leadership in schools, which today involves far more than a single leader. She defines leadership as the learning processes among participants in a community — processes that lead toward a shared sense of purpose. You will receive a copy of *Building Leadership Capacity for School Improvement* by Lambert.

Topics will include:

- What schools and districts must do to build leadership capacity
- How to get started
- How to sustain the momentum
- How to design school districts capable of supporting such work

Target audience: Superintendents, principals, aspiring principals, curriculum directors and teacher leaders. This workshop would be of special interest to anyone involved in school leadership.

Date: Feb. 17, 2004

Registration deadline: Feb. 3, 2004

Location: Ramada Inn, Columbia, Mo.



Linda Lambert

Leadership Capacity for Lasting School Improvement

Jon Saphier and **James Warnock** of Research for Better Teaching, Inc., will help participants develop a knowledge base of what good teaching looks like with a repertoire of ways to handle the basic jobs associated with teaching. Matching strategies to situations is the name of the game. You will receive a copy of *The Skillful Teacher: Building your Teaching Skills* by Saphier and Robert Gower.



Jon Saphier

Building Knowledge to Last: Creating Learning Communities That Work

Topics will include:

- Developing a common language and concept system for talking about teaching
- Making conversations about practice more open, productive and concrete
- Designing comprehensive teacher-evaluation systems that inherently strengthen a culture of openness and learning

Target audience: Superintendents, principals, aspiring principals, curriculum directors and teacher leaders. This workshop would be of special interest to anyone involved in school leadership.

Date: March 24-25, 2004

Registration deadline: March 10, 2004

Location: Lenoir Community Center, Columbia, Mo.



James Warnock



evaluation

Tom Guskey, professor at the University of Kentucky, will base his seminar on his book *Evaluating Professional Development*. Participants will explore the processes and procedures involved in evaluating professional development from the very simple to the very complex at five increasing levels of sophistication. You will receive a copy of Guskey's *Evaluating Professional Development*.

Topics will include:

- Participants' reactions to professional development
- Adult learning styles
- Evaluating organizational support and change
- How participants use their new knowledge and skills
- How program evaluation can affect improvement in student learning
- A toolkit of sample evaluation forms, checklists, and helpful hints and tips.

Target audience: Superintendents, principals, aspiring principals, curriculum directors and teacher leaders. This workshop would be of special interest to anyone involved in program evaluation.

Date: Oct. 9, 2003

Registration deadline: Sept. 25, 2003

Location: Lenoir Community Center, Columbia, Mo.



Tom Guskey

Evaluating Professional Development

Robby Champion, former educator, knows that those in leadership positions within school districts, regional centers, state agencies and other education organizations are under pressure to improve professional development evaluations. This demand for evaluation comes at a time when leaders are also managing more and more complex initiatives. We often feel powerless in the evaluation area because of the resources (e.g., time, energy, funding and expertise) required to do a quality evaluation. This workshop provides an opportunity for leaders to form collegial study groups around program evaluations. Dialogue will focus on learning from published evaluation studies of various kinds of professional development programs.

Topics will include:

- Forming a collegial network of leaders who are involved in launching program evaluation efforts
- Learning an array of credible approaches
- Discovering ways to stretch resources for both formative and summative evaluation
- Starting to build a culture in which evaluation is considered an essential part of professional development initiatives

Target audience: Superintendents, principals, aspiring principals, curriculum directors and teacher leaders. This workshop would be of special interest to anyone involved in program evaluation.

Date: Nov. 18, 2003

Registration deadline: Nov. 4, 2003

Location: Lenoir Community Center, Columbia, Mo.



Robby Champion

Evaluating to Get Results: Professional Development That Makes a Difference



Joellen Killion

Assessing Impact: Evaluating Staff Development

Joellen Killion, director of special projects for the National Staff Development Council (NSDC), will focus on improving teacher quality and student learning through effective staff development evaluation.

Evaluation provides both the information for strengthening a program and for providing evidence of its success. In this workshop, participants will examine evaluation strategies for staff development and programs that will help them improve their work and assess the impact of their work on student achievement. You will receive a copy of *Assessing Impact: Evaluating Staff Development* by Killion.

Topics will include:

- The relationship between the design and evaluation of staff development
- Strategies for evaluating the impact of staff development
- Application of strategies to participants' own staff development programs

Target audience: Superintendents, principals, aspiring principals, curriculum directors and teacher leaders. This workshop would be of special interest to anyone involved in program evaluation.

Date: Jan. 13, 2004

Registration deadline: Dec. 30, 2003

Location: Lenoir Community Center, Columbia, Mo.

Professional development for teachers and school leaders is a high priority for educators in Missouri. Districts that implement quality professional development see high levels of student learning. Professional development as a high priority has motivated school leaders statewide to identify exemplary practices for professional development through the current accreditation process called the Missouri School Improvement Program (MSIP).

In collaboration, the Missouri Staff Development Council (MSDC), the Commissioner, and the Department of Elementary and Secondary Education have created a rubric using the National Staff Development Council's 12 research-based standards as a framework for the "Commissioner's Award of Excellence for Professional Development." This is the second year the award has been offered. Schools that complete the third-cycle MSIP Review or are in their first year of waiver from the third-cycle MSIP Review are eligible to apply.

District winners of the award, which will be presented at the Show-Me Professional Development Conference in March, will share their examples of model professional development programs. This is an excellent opportunity for participants to see how practitioners in Missouri positively impact student achievement. **Marcia Haskin**, executive director of MSDC, will facilitate the presentations.

Topics will include:

- Recognizing the organization and culture of the district and/or school (context)
- Identifying the learning processes used in the acquisition of new knowledge and skills addressing the use of data, evaluation and research (process)
- Examining what students must know and be able to do (content)

Target audience: Superintendents, principals, aspiring principals, curriculum directors and teacher leaders. This workshop would be of special interest to anyone involved in program evaluation.

Date: May 6, 2004

Registration deadline: April 22, 2004

Location: Lenoir Community Center, Columbia, Mo.



Districts Winning the Commissioner's Award of Excellence for Professional Development



coaching

Debbie Estes of Estes Group, Inc., is a former teacher, principal and curriculum director. She will show participants how to build community teams in districts using the "Fish" Philosophy and Teamwork: The Universal Connection. You will receive a copy of *Fish! The Fish Philosophy* by Stephen C. Lundin, Harry Paul and John Christensen.

Topics will include:

- Inspiring co-workers to see the power within themselves to create a more interesting, playful, profitable and energetic workplace for themselves and others
- Improving work situations and morale
- Creating more quality and success within teams
- Participative leadership, shared responsibility, and creating a climate of trust and honest communication between team members
- Discovering the nature of cognitive styles and their implications

Target audience: Superintendents, principals, aspiring principals, curriculum directors and teacher leaders. This workshop would be of special interest to anyone involved in coaching or who wants to learn more about it.

Date: Oct. 30, 2003

Registration deadline: Oct. 16, 2003

Location: Lenoir Community Center, Columbia, Mo.



Debbie Estes

Fish! The Fish Philosophy & Teamwork: The Universal Connection

Carlene Murphy is executive director of Whole-Faculty Study Groups National Center. She has more than 45 years experience in public school education and has created and implemented the idea of "Whole-Faculty Study Groups." The guiding question for Whole-Faculty Study Groups is: What are students learning and achieving as a result of what teachers are learning and doing in study groups? You will receive a copy of *Whole-Faculty Study Groups* by Murphy.

Topics will include the following principles of Whole-Faculty Study Groups:

- Students are first. All decisions about what study groups will do and how study groups will be organized is embedded in what students need the teachers to do.
- Everyone participates. Every certificated person on the faculty is a member of a study group that is no larger than six members. This includes counselors, media specialists, resource teachers, coaches and administrators. Most often teaching assistants that have instructional responsibilities are also members of study groups.
- Leadership is shared. Every member of a study group serves as leader. Leadership is rotated. Leaders are primarily responsible for logistical concerns.
- Responsibility is equal. Every member of a study group is equally responsible for the work. Agreed upon study group norms keep members reminded of this standard.
- The work is public. Every study group's Study Group Action Plan is posted for everyone to see. After study group meetings, all of the study groups post the Study Group Logs on clipboards that are hung in a public place or on a school's electronic bulletin board.

Target audience: Superintendents, principals, aspiring principals, curriculum directors and teacher leaders. This workshop would be of special interest to anyone involved in coaching or who wants to learn more about it.

Date: Nov. 17, 2003

Registration deadline: Nov. 3, 2003

Location: Best Western Columbia Inn, Columbia, Mo.



Carlene Murphy

Whole-Faculty Study Groups



Nancy Clemens

Critical Friends Groups ... Getting Them Started and Keeping Them Going

Nancy Clemens is the director of staff development for the North Kansas City School District. She has worked extensively with Critical Friends Groups (CFGs), which is a way to organize your colleagues, teachers or administrators into small groups that provide ongoing support and emphasize continuous improvement in teaching and learning. In this workshop, participants will learn about Critical Friends Groups and how to organize, facilitate and evaluate a group in their schools or units. In addition, participants will be introduced to several processes used by CFGs, such as reflections, connections, final word and tuning protocols. Finally, Clemens will share a model for developing CFGs through a district.

Topics will include:

- Organizing a Critical Friends Group in your school
- Processes used by Critical Friends Groups
- A model for developing Critical Friends Groups

Target audience: Superintendents, principals, aspiring principals, curriculum directors and teacher leaders. This workshop would be of special interest to anyone involved in coaching or who wants to learn more about it.

Date: Jan. 30, 2004

Registration deadline: Jan. 16, 2004

Location: Lenoir Community Center, Columbia, Mo.

Sue McAdamis is the coordinator of staff development for Rockwood School District and was chosen National Staff Developer of the Year by the National Staff Development Council (NSDC). In addition, Sue is a graduate of the NSDC Academy XII and has written and published articles in the *Journal for Staff Development*. Sue and the Rockwood School District principals will share how the district's schools have built and sustained collaborative cultures for continuous school improvement. The Rockwood team will answer questions schools ask when seeking to transform themselves into professional learning communities. Specific models and strategies will be shared that will help other Missouri educators build an environment for high achievement and continuous school renewal.

Topics will include:

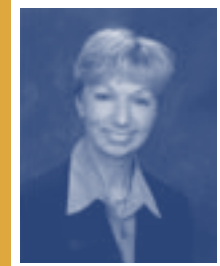
- Ensuring high levels of learning for all students
- Building a collaborative school culture
- Focusing on results

Target audience: Superintendents, principals, aspiring principals, curriculum directors and teacher leaders. This workshop would be of special interest to anyone involved in coaching or who wants to learn more about it.

Date: Feb. 12, 2004

Registration deadline: Jan. 29, 2004

Location: Lenoir Community Center, Columbia, Mo.



Sue McAdamis

Starting and Sustaining Professional Learning Communities

Registration Form

Please complete and return this two-page form by the date listed for each workshop to:

Missouri Department of Elementary and Secondary Education

Attn: Denice Wargo

The Leadership Academy

P.O. Box 480

Jefferson City, MO 65102-0480

Phone: (573) 751-1370

Fax: (573) 522-6526

**Third
person
attending
entire strand
comes
free!***

For more copies of this brochure, visit the Leadership Academy Web site: dese.mo.gov/divteachqual/leadership/PD2003.pdf

Name _____

Position _____

School District _____

School Name _____

School Address _____

City _____ State _____ Zip _____

School Phone _____ School Fax _____

Home Address _____

City _____ State _____ Zip _____

Home Phone _____

E-mail Address _____

RPDC Region _____

My billing address is: ☐ School ☐ Home ☐ Other (please list below)

Billing Address _____

City _____ State _____ Zip _____

Billing Phone _____

Payment – Payment is expected within 30 days after the workshop. Make checks payable to The Leadership Academy.

Send payment to: Attn: Denice Wargo, The Leadership Academy, P.O. Box 480, Jefferson City, MO 65102-0480.

Lodging – Room reservations are your responsibility at the hotel of your choice.

Cancellation policy – Cancellations will only be accepted up to two business days prior to the workshop. Otherwise, you will be charged the full workshop cost.

Persons with disabilities – Please call (573) 751-1370 at least three business days prior to the session if you need any accommodations in order to participate. Reasonable attempts will be made to accommodate individuals with special needs.

For more information – Please contact Denice Wargo at (573) 751-1370.

Registration Form

Please register me for the following sessions or strands:

Instructional Strategies

☐ **Entire Instructional Strategies Strand – \$225***

- ☐ *Mind Matters* – Pat Wolfe – Oct. 7, 2003 – **\$100***
Registration deadline: Sept. 23, 2003 **Location:** Lenoir Community Center, Columbia, Mo.
- ☐ *Active Learning* – Tom Jackson – Jan. 14, 2004 – **\$100***
Registration deadline: Dec. 31, 2003 **Location:** Lenoir Community Center, Columbia, Mo.
- ☐ *Brain-Compatible Learning Strategy* – Jody Wood – Feb. 11, 2004 – **\$100***
Registration deadline: Jan. 28, 2004 **Location:** Lenoir Community Center, Columbia, Mo.

Leadership

☐ **Entire Leadership Strand – \$600***

- ☐ *10 Traits of Highly Effective Principals* – Elaine McEwan – Oct. 21-22, 2003 – **\$200***
Registration deadline: Oct. 7, 2003 **Location:** Ramada Inn, Columbia, Mo.
- ☐ *Using Data to Improve Student Learning in Elementary Schools* – Victoria Bernhardt – Nov. 11-12, 2003 – **\$200***
Registration deadline: Oct. 28, 2003 **Location:** Lenoir Community Center, Columbia, Mo.
- ☐ *Walk-Throughs With Reflective Feedback* – Carolyn Downey – Jan. 19, 2004 – **\$100***
Registration deadline: Jan. 5, 2004 **Location:** Lenoir Community Center, Columbia, Mo.
- ☐ *Leadership Capacity for Lasting School Improvement* – Linda Lambert – Feb. 17, 2004 – **\$100***
Registration deadline: Feb. 3, 2004 **Location:** Ramada Inn, Columbia, Mo.
- ☐ *Creating Learning Communities That Work* – Jon Saphier and James Warnock – March 24-25, 2004 – **\$200***
Registration deadline: March 10, 2004 **Location:** Lenoir Community Center, Columbia, Mo.

Evaluation

☐ **Entire Evaluation Strand – \$300***

- ☐ *Evaluating Professional Development* – Tom Guskey – Oct. 9, 2003 – **\$100***
Registration deadline: Sept. 25, 2003 **Location:** Lenoir Community Center, Columbia, Mo.
- ☐ *Evaluating to Get Results* – Robby Champion – Nov. 18, 2003 – **\$100***
Registration deadline: Nov. 4, 2003 **Location:** Lenoir Community Center, Columbia, Mo.
- ☐ *Evaluating Staff Development* – Joellen Killion – Jan. 13, 2004 – **\$100***
Registration deadline: Dec. 30, 2003 **Location:** Lenoir Community Center, Columbia, Mo.
- ☐ *Districts Winning the Commissioner's Award of Excellence for Professional Development* – May 6, 2004 – **\$100***
Registration deadline: April 22, 2004 **Location:** Lenoir Community Center, Columbia, Mo.

Coaching

☐ **Entire Coaching Strand – \$300***

- ☐ *Fish! The Fish Philosophy and Teamwork: The Universal Connection* – Debbie Estes – Oct. 30, 2003 – **\$100***
Registration deadline: Oct. 16, 2003 **Location:** Lenoir Community Center, Columbia, Mo.
- ☐ *Whole-Faculty Study Groups* – Carlene Murphy – Nov. 17, 2003 – **\$100***
Registration deadline: Nov. 3, 2003 **Location:** Best Western Columbia Inn, Columbia, Mo.
- ☐ *Critical Friends Groups ... Getting Them Started and Keeping Them Going* – Nancy Clemens – Jan. 30, 2004 – **\$100***
Registration deadline: Jan. 16, 2004 **Location:** Lenoir Community Center, Columbia, Mo.
- ☐ *Starting and Sustaining Professional Learning Communities* – Sue McAdamis – Feb. 12, 2004 – **\$100***
Registration deadline: Jan. 29, 2004 **Location:** Lenoir Community Center, Columbia, Mo.

Total amount due: _____

* District team discounts: One-day sessions are \$100; two-day sessions are \$200 – each additional person from the district attending the same session receives a 25-percent discount. Individuals attending an entire strand receive a 25-percent discount; every third person from a district attending the same entire strand attends **free**.

To receive district team discounts, registration forms **must** be mailed or faxed together.



Missouri Department of Elementary and Secondary Education
The Leadership Academy
P.O. Box 480
Jefferson City, MO 65102-0480
dese.mo.gov/divteachqual/leadership/

PRSRT STD
U.S. POSTAGE
PAID
Jefferson City, MO 65101
Permit No. 297



on the road to school improvement

**Make plans now to attend the 2003-2004
Leadership Academy
Professional Development Series!**

Four full strands available:

- Instructional Strategies
- Leadership
- Professional Development Evaluation
- Coaching for Professional Development

